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# Public Health Wales Emergency Response Plan

Version 2.0 September 2018



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## Document Summary

<b>Purpose and Summary of Document:</b>	<p>This document provides the specific arrangements for the Public Health Wales strategic and tactical response to incidents, outbreaks and emergencies by Public Health Wales.</p> <p>Emergency contact numbers are contained in the Public Health Wales Emergency Response Telephone Directory.</p> <p>The Emergency Response Plan is to be read in conjunction with</p> <ul style="list-style-type: none"> <li>• Public Health Wales Incident Coordination Centre Concept of Operations</li> <li>• Public Health Wales Business Continuity Management Framework</li> </ul>
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<b>Sponsoring Executive</b>	<p>Dr Quentin Sandifer, Executive Director of Public Health Services &amp; Medical Director (Executive Lead for Emergency Planning and Response)</p>
<b>Peer Review</b>	<p>Version 1 of this plan was reviewed by the Welsh Government and Public Health England in 2016</p>
<b>Date Approved</b>	<p>Approved by Public Health Wales Board 27 September 2018</p>
<b>Review Date</b>	<p>The plan is to be reviewed annually, or following the organisation's response to an Enhanced or Major Incident Emergency</p>
<b>Version</b>	<p>2.0</p>
<b>Publication / Distribution</b>	<ul style="list-style-type: none"> <li>• Chief Executive of Public Health Wales</li> <li>• Executive Management Team</li> <li>• Emergency Planning and Business Continuity Group</li> <li>• Emergency Planning and Business Continuity <b>SharePoint site</b></li> <li>• On call workplace</li> <li>• Public Health Wales Intranet Pages</li> </ul>
<b>Protective marking</b>	<p>OFFICIAL</p>

## Amendments

Page No.	Description of amendment	Date	Signature
Page 27 to 33	Inclusion of roles and responsibilities for Incident Coordination Centre Staff	September 2017	Personal Data
Front page	Version control added.	April 2018	Personal Data
Page 11 onwards	Changed response levels from 5 tiers to 3	September 2018	
Throughout document	<p>Changed terminology of 'Strategic Management Team' to 'Gold Group' and 'Tactical Emergency Management Team' to 'Silver Group'</p> <p>Cosmetic and minor content changes to remove repetition and improve clarity</p> <p>Response levels listed as: 'Normal', 'Enhanced' and 'Major Incident'</p>	September 2018	
Pages 26 to 32	Chief Executive action card added. Other action cards streamlined	September 2018	
Page 5 and 32	Strategic vision altered to note the provision of expert advice to protect health	September 2018	
	Role of Tactical incident Manager clarified at 6.9 and in Action Card	September 2018	
Page 11	Roles and Responsibilities clarified at row 3 and 10	September 2018	
Appendix	Removed diagram outlining Public Health Wales Emergency Plan relationship with multiagency plans	September 2018	Personal Data



## Review and Governance

<b>Date of review</b>	<b>Date approved</b>	<b>Reviewed by</b>	<b>Approved by</b>
Version 1.0, November 2016	29 November 2016	Emergency Planning Group members	Public Health Wales Board
Version 2.0, September 2018	27 September 2018	Emergency Planning and Business Continuity Group	Public Health Wales Board

# Executive Summary

Public Health Wales is required under the Civil Contingencies Act [2004] to maintain and develop plans to ensure that if an emergency occurs or is likely to occur, the organisation can deliver its functions so far as necessary or desirable for the purpose of preventing the emergency, reducing, controlling or mitigating its effects, or taking other action in connection with it. The organisation has developed the Public Health Wales Emergency Response plan to provide a framework to establish, create and improve resilience.

This plan has been developed in light of a risk assessment process which has given consideration to the measures required to mitigate against identified risks within the capabilities and resource of the organisation. In addition, learning from previous responses to incidents and exercises have been considered in the development of the plan to ensure that lessons have been implemented and embedded, to strengthen the organisation's resilience capability and response.

This document outlines the roles and responsibilities of Public Health Wales in emergency response including its activation and deactivation arrangements, command and control structures, and recovery arrangements. Further details concerning incident debriefing, business continuity, training and exercising as well as information sharing are contained within the plan. A glossary explains some of the key terms used in emergency planning.

Public Health Wales has a long history of effectively managing emergencies. While there are always challenges associated with emergency response, this revised plan outlines a framework to ensure the successful delivery of the organisation's emergency response function.

**Personal Data**

**Tracey Cooper**

**Chief Executive of Public Health Wales**

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**Public Health Wales has a long history of effectively managing emergencies.**

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# Strategic Vision for Civil Contingencies

Our vision for civil contingencies is:

***“To ensure that Public Health Wales is capable of giving expert evidence-based advice and support to protect the health of our communities should they be involved in an emergency or call upon our services during an emergency.”***

This vision will be achieved through the following five strategies, by:



# Contents

1. Introduction	9
2. Scope	11
3. Aims and Objectives	11
4. Notification	12
NHS Major Incident Levels	13
5. Incident Levels and Activation	14
Incident Response Levels	14
Activation	15
6. Command and Control	16
6.1 Public Health Wales Command and Control Structure	17
6.2 Enhanced Response Level Arrangements	18
7. Escalation and De-escalation	22
8. Stand down procedures	23
9. Recovery	23
10. Debriefing	23
11. Training and Exercising	23
12. Governance	24



13. Communications	24
14. Supporting Arrangements	24
14.1 Record Keeping	24
14.2 Vulnerable Persons	25
14.3 Provision of mutual aid	25
14.4 Health and Safety	26
14.5 Health and Wellbeing of Staff	26
14.6 Business Continuity	26
14.7 Information Sharing	26
15. Action Cards	27
16. Glossary	33
17. Frequently Used Abbreviations	34
18. Appendix	35
<b>Appendix 1 – JESIP METHANE Template</b>	<b>35</b>
<b>Appendix 2 – JESIP Joint Decision Model</b>	<b>36</b>

# 1. Introduction

- 1.1 The Public Health Wales Emergency Response Plan details the organisation's response arrangements to any emergency, incident or outbreak that impacts on, or requires the mobilisation of, public health resources and capabilities. The Emergency Response plan provides a framework to establish, create and improve resilience.
- 1.2 Under schedule 1 of the Civil Contingencies Act [2004] Public Health Wales is a Category 1 Responder. The Act requires Category 1 responders to maintain plans for preventing emergencies and reducing, controlling or mitigating the effects of emergencies in both response and recovery phases. The Act defines an emergency as:
- a) an event or situation which threatens serious damage to human welfare in a place in the United Kingdom,
  - b) an event or situation which threatens serious damage to the environment of a place in the United Kingdom, or
  - c) war, or terrorism, which threatens serious damage to the security of the United Kingdom.
- 1.3 The Civil Contingencies Act places a number of civil protection duties on Public Health Wales in respect of:
- Risk assessment
  - Emergency plans
  - Business continuity
  - Warning and Informing
  - Sharing of information
  - Cooperation with local responders
- 1.4 Public Health Wales is responsible for providing emergency preparedness, resilience and response leadership, and scientific and technical advice at all organisational levels, working in partnership with other organisations to protect the health of the public within Wales. In fulfilling these duties Public Health Wales will undertake the responsibilities outlined below, whilst ensuring business continuity arrangements are in place, to ensure services provided by the organisation are delivered and maintained.



## Roles and Responsibilities of Public Health Wales

Assess the impact on population health to inform the multi-agency response

Liaise with stakeholders to gather detailed information on the type of incident

Liaise with other expert agencies, as appropriate, to ensure the provision of proportionate and timely evidence-based advice and support to partners

Recommend measures to protect public health and mitigate the effects of an incident

Interpret and share information/advice with health services and other partners

Collate information obtained from different sources into a coherent, meaningful and usable format for different audiences

Contribute to a Strategic Coordinating Group (SCG)

Attend Strategic (Gold), Tactical (Silver), Operational (Bronze) groups as required

Provide representation at the Emergency Coordination Centre Wales (ECCW)

Contribute to a range of multi-agency partnerships such as the Scientific and Technical Advice Cell (STAC), Air Quality Cell (AQC) and Media cell

Advise on the effective communications of public health risks

Analyse and evaluate the response proposed by other agencies in terms of the likely impact on public health

Facilitate epidemiological follow-up of affected populations and communities as necessary

Convene and chair (or be a core member of) an Outbreak Control Team in response to a significant infectious disease incident

Provide an integrated approach to the protection of public health in Wales supporting partner agencies in the provision of scientific and technical advice within the following specialist areas

- Infectious disease
- Outbreak surveillance
- Chemical hazards
- Biological hazards
- Radiation hazards



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- 1.5 Specific arrangements for the organisational response to identified hazards and threats are contained within the following Public Health Wales plans:
- Business Continuity Incident Management Process
  - Divisional and site specific Business Continuity Plans
  - Environmental Incident Management Plan
  - Incident Co-ordination Centre Concept of Operations
  - Emergency Response Telephone Directory
- 1.6 In the event of a business continuity incident, the Public Health Wales Business Continuity Incident Management Process should be invoked.

## 2. Scope

- 2.1 This plan outlines the organisation's arrangements to reduce, control and mitigate the impact on an emergency.

## 3. Aims and Objectives

- 3.1 The aim of this plan is to detail the arrangements to support the Public Health Wales response to emergencies.
- 3.2 The objectives of this plan are to:
- Outline command and control arrangements within Public Health Wales and how this dovetails with multi-agency response groups
  - Detail the response to an emergency both in and out of hours
  - Define the criteria as to when the plan should be activated
  - Outline the roles and responsibilities of staff.



## 4. Notification

- 4.1 Public Health Wales may be alerted by a variety of routes to developing incidents, outbreaks or emergencies.

### Notification of an Incident/Outbreak/Emergency of Public Health interest Requiring Activation of the Plan

- 4.2 In most cases it is the Health Protection Team (in hours) or the on-call service (out of hours) that receives notifications of developing outbreaks or emergencies from staff, services or divisions or externally from partner agencies (including national/international organisations).
- 4.3 Any member of staff receiving a notification (of a potential public health incident) should refer this to their line manager.
- 4.4 Line managers who are made aware of a notification should contact the Executive Director of Public Health Services.
- 4.5 If the Executive Director of Public Health Services is not available the incident details must be passed to the Deputy Director of Public Health Services. If neither of these are available they should be passed to the executive team member on call for the week. Out of hours, the incident details should be given to the executive team member on call.

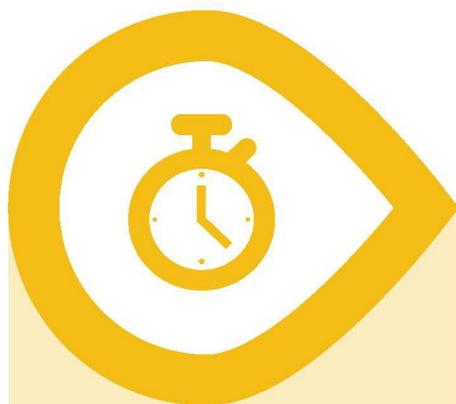
### Specific Arrangements for the Formal Notification of a Major Incident from an External Agency

- 4.6 The Cabinet Office defines a Major Incident as “An event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies”
- 4.7 Public Health Wales will be formally alerted to an external Major Incident. In hours this alert will be received by the All Wales Acute Response (AWARe) service. Out of hours the on call service will be notified by the Welsh Ambulance Service.
- 4.8 The NHS has standard messaging in the declaration of a Major Incident outlined below. There are 4 levels of alerting:





# NHS Major Incident Levels



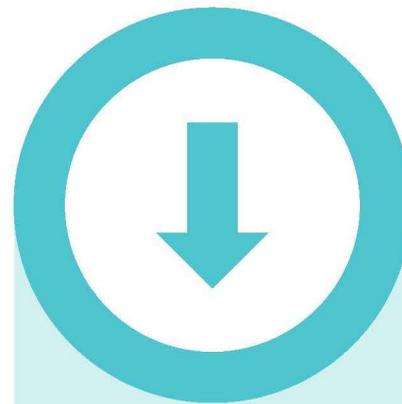
## Standby

The incident does not require an immediate response, however there is the potential for the incident to escalate. The incident will be monitored and if necessary a major incident declared.



## Declared

The incident requires an immediate response and the Public Health Wales Emergency Plan is activated under the direction of the Strategic Director.



## Stand down

When an incident is over it is the responsibility of all responding agencies to determine when their organisation should stand down.



## Cancelled

Cancels the 'Standby' or 'Declared' message that has been received.

- 4.9 Any Public Health Wales employee receiving a notification of a Major Incident should record the incident details using the METHANE template (Appendix 1) and inform their line manager who should immediately contact the Executive Director of Public Health Services by telephone followed by an email.
- 4.10 If the Executive Director of Public Health Services is not available the incident details must be passed to the Deputy Director of Public Health Services. If neither of these are available they should be passed to the executive team member on call. Out of hours, the incident details should be given to the executive team member on call acting as Strategic Director. The decision to provide a Public Health Wales response will be made by the member of the executive team.

## 5. Incident Levels and Activation

### Incident Response Levels

- 5.1 The Public Health Wales response level will be dictated by the seriousness of the incident and the impact on the organisation. Public Health Wales operates the following three levels of response:

#### 1. Normal

A normal incident will be within 'business as usual' operational arrangements.

Outbreak Control Teams and Environmental Incident Management Teams are part of normal arrangements.

#### 2. Enhanced

Incidents that require coordination and resources above those provided by normal operational capacity. This incident is responded to by a Silver Group. The appointment of a Strategic Director and a Gold Group may be necessary.

#### 3. Major incident

The scale of the incident response requires a more significant mobilisation of resources and a level of strategic response. There may be significant reputational issues. A Major Incident will require the appointment of a Strategic Director and if necessary a Gold Group.

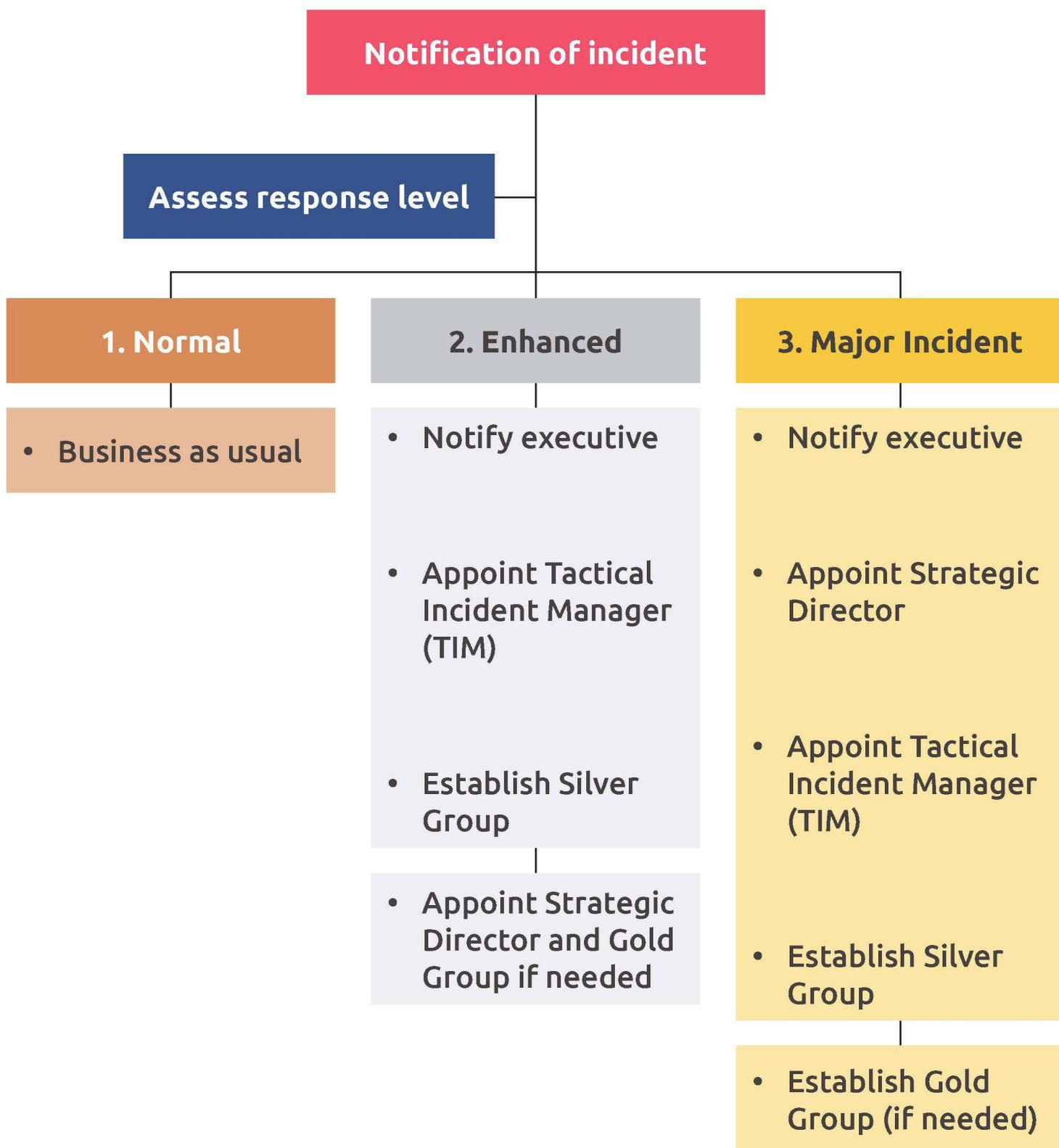


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## Activation

5.2 The arrangements for activating each Public Health Wales response level are outlined below:



## 6. Command and Control

- 6.1 To achieve a combined and coordinated response to an incident or emergency, Public Health Wales needs to ensure that appropriate command and control arrangements are in place.
- 6.2 The command and control structure provides a formal escalation / de-escalation path between strategic, tactical and operational level personnel. This structure ensures effective communication with multi-agency command and control arrangements.

Level	Activity
<b>Normal</b>	Command and control structure not required.
<b>Enhanced</b>	Appointment of Tactical Incident Manager. The Incident Coordination Centre is activated and a Silver Group is appointed by the Tactical Incident Manager.
<b>Major Incident</b>	Strategic Director and Tactical Incident Manager are appointed. The Incident Coordination Centre is activated and a Silver Group is appointed by the Tactical Incident Manager. A Gold Group may be established.

- 6.3 The Executive Director of Public Health Services will initially assume the role of the Strategic Director or appoint an alternative as appropriate to the situation and level of incident. In their absence the Deputy Director of Public Health Services will initially assume the Strategic Director role. If neither are available this role will be assumed by the executive team member on call for the week.
- 6.4 Out of hours, the incident details should be given to the executive team member on call who will assume the role of Strategic Director.
- 6.5 The Strategic Director will appoint a Tactical Incident Manager. The Tactical Incident Manager will subsequently convene a Silver Group.
- 6.6 If the response to an emergency has significant business continuity implications, then a Business Continuity Tactical Management Team will be established and report directly to the Emergency Response Strategic Director. If necessary, to deal with major Business Continuity Issues, a separate business continuity Strategic Director can be appointed however the Emergency Response Strategic Director has overall command and control of the organisational response to the internal and external consequences of the incident.



# Public Health Wales Command and Control Structure



## Enhanced Response Level Arrangements

- 6.7 The Enhanced response will be managed internally by the Silver Group. The team will be required to:
- Follow the Joint Decision Model to co-ordinate information, maintain shared situational awareness, record and share dynamic risk assessment and assist in the implementation of plans and procedures. (Appendix 2)
  - Ensure Public Health Wales is represented at relevant multi-agency groups and provide support as necessary
  - Co-ordinate tasks
  - Determine priorities in allocating resources
  - Provide accurate and timely information
  - Keep a decision log
- 6.8 The Silver Group will be staffed flexibly with the requirements of the emergency dictating its membership. The minimum staffing requirement of the Silver Group is:
- Tactical Incident Manager
  - Watchkeeper
  - Specialist Advisor
  - Loggists / Administrative Support
  - Communications Officer
- 6.9 Normally an Emergency Planning representative will also be a member of this group (should they be available) to provide advice and tactical support.
- 6.10 The Silver Group will be managed by the Tactical Incident Manager and will usually be located in the Incident Coordination Centre at Capital Quarter 2.
- 6.11 The Tactical Incident Manager has delegated formal authority from the Strategic Director to mobilise resources and personnel from across the organisation as required to support responding to the emergency. The Strategic Director retains the ultimate responsibility for the organisation's response to the incident.
- 6.12 The role and responsibilities of the Tactical Incident Manager are outlined in section 15.2
- 6.13 The appointment of a Strategic Director and Gold Group may be necessary. The Strategic Director is accountable to, and will liaise closely with, the Chief Executive (or nominated deputy) in discharging their responsibility.

## Major Incident Response Level Arrangements

- 6.14 Major Incident response arrangements are an addition to the command and control structures outlined in the Enhanced response level arrangements.
- 6.15 The responsibility for the Major Incident response rests with the Strategic Director who has the authority to draw resources from across the whole organisation. The Executive Director of Public Health Services will initially assume the role of the Strategic Director or appoint an alternative as appropriate to the situation and level of incident.
- 6.16 In their absence the Deputy Director of Public Health Services will initially assume the Strategic Director role. If neither are available this role will be assumed by the executive team member on call for the week. Out of hours, the incident details should be given to the Executive Team Member on call. The Chief Executive may appoint an alternative Strategic Director as the situation demands.
- 6.17 A suitable space (independent from the Incident Coordination Centre) needs to be made available.
- 6.18 Facilities should be made available for staff to meet remotely due to the potential requirements of the incident. Should Capital Quarter 2 be inaccessible or the team members are located outside of Cardiff, appropriate premises should be identified and staff relocated.
- 6.19 The Major Incident response should include the following activities:
- A definition of strategic objectives
  - Use of the Joint Decision Model to co-ordinate information, maintain situational awareness, record and share dynamic risk assessment and assist in the implementation of plans and procedures (Appendix 2).
  - Clear lines of communication within and across the organisation.
  - Longer term resourcing and expertise for organisational command, control and resilience.
  - Appropriate support to Emergency Coordination Centre Wales (ECCW) as well as one or more Strategic Coordinating Group as required.
  - Planning beyond the immediate response phase into recovery.
  - Allocation of resource and expertise to the Silver Team.
- 6.20 A decision log, recording the received information and rationale behind each decision.
- 6.21 The role and responsibilities of the Strategic Director are outlined on page 28.
- 6.22 The Strategic Director is accountable to, and will liaise closely with, the Chief Executive (or nominated deputy) in discharging their responsibility.



## Incident Co-ordination Centre Arrangements

- 6.23 The Public Health Wales Silver Group response is coordinated through the Incident Coordination Centre (ICC).
- 6.24 The ICC aims to consolidate information about the response, gather information from wider sources about the incident and make sure information flows efficiently through the chain of command and to partner organisations.
- 6.25 The Incident Coordination Centre Concept of Operations document details the centre's activation/deactivation process as well as communication arrangements.
- 6.26 The Incident Coordination Centre is usually located at the organisation's Headquarters at, **Number 2 Capital Quarter, Tyndall Street, Cardiff, CF10 4BZ**. Should this location be unavailable the Incident Coordination Centre can be relocated to **Bowel Screening Wales, Magden Park, Llantrisant, CF72 8XT**.

## Liaison with Health Boards

- 6.27 The organisation will proactively liaise with the Director(s) of Public Health and any other appropriate Health Board Executive (dependant on the incident).

## Liaison with Welsh Government

- 6.28 The organisation will proactively liaise with Welsh Government officials on the progress of the incident response.
- 6.29 At the request of Welsh Government Public Health Wales will send liaison staff to support the Emergency Coordination Centre Wales (ECCW).

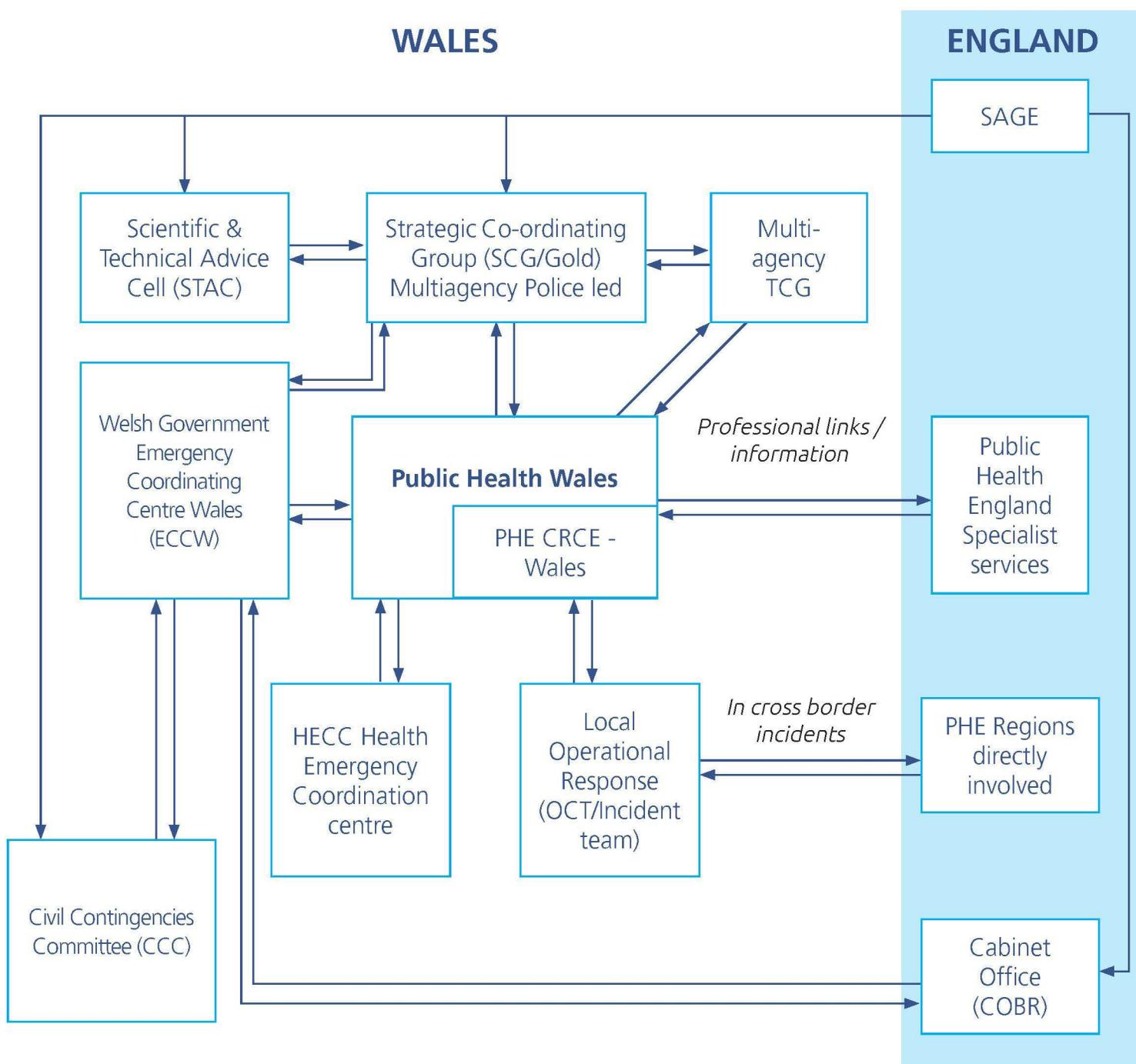
## Liaison with UK Nations Public Health Organisations (England, Scotland, Northern Ireland)

- 6.30 Public Health Wales will engage with partner agencies within the UK to support a coordinated and consistent public health response to national incidents.

## Public Health Wales Relationship with External Emergency Response Groups

6.31 The relationships between Public Health Wales and multi-agency emergency response groups are outlined below.

### Public Health Wales Integration with Multi-Agency partners



## 7. Escalation and De-escalation

- 7.1 The Strategic Director is responsible for the escalation and de-escalation of the organisation's response to an incident.
- 7.2 Escalation or de-escalation through the Public Health Wales response levels need not occur sequentially, but will be driven by the nature, scale and complexity of incidents coupled with the expectations of response. Response levels can be changed following a review of the strategic direction and operational management of the emergency by the Strategic Director.
- 7.3 The response level may need to be escalated or de-escalated for a number of reasons. These may include:



### Criteria for escalation

- the need for additional internal resources
- increased severity of the incident
- increased demands from partner agencies or other government departments
- heightened public or media interest
- increase in geographic area or population affected

### Criteria for de-escalation

- reduction in internal resource requirements
- reduced severity of the incident
- reduced demands from partner agencies or other government departments
- reduced public or media interest
- decrease in geographic area or population affected



## 8. Stand down procedures

- 8.1 Once it has been decided that an Enhanced or Major Incident response is no longer necessary the Strategic Director, in liaison with the Tactical Incident Manager, will consider standing down the response.
- 8.2 The stand-down process requires a structured approach to ensure lessons are identified, records and logs are appropriately recorded & retained and staff debriefed. Further consideration should be given to staff health and wellbeing as well as the provision of psychological support.

## 9. Recovery

- 9.1 The recovery phase of an incident needs to be considered at the onset of an emergency. The recovery phase continues until disruption has been rectified, demands on services have returned to normal and the needs of the affected population have been met.
- 9.2 Recovery management should encompass the physical, social, psychological, political and financial consequences of an emergency.
- 9.3 It is the responsibility of the Strategic Director to anticipate consequences and implement appropriate recovery planning right from the beginning of any response.

## 10. Debriefing

- 10.1 Enhanced and Major Incident responses will require a structured debrief. This is to ensure learning is identified, analysed and implemented.
- 10.2 The debrief report will be submitted to the Public Health Wales Emergency Planning and Business Continuity Assurance Group. Lessons identified will be recorded and progress monitored.

## 11. Training and Exercising

- 11.1 Within the regulations of the Civil Contingencies Act [2004] every plan maintained by a general Category 1 responder under section 2(1)(c) or (d) of the regulations must include provision for:
  - i) The carrying out of exercises for the purpose of ensuring that the plan is effective.
  - ii) The provision of training of an appropriate number of suitable staff for the purposes of ensuring that the plan is effective.



11.2 To meet these requirements the NHS Wales Emergency Planning Core Guidance [2015] requires the organisation to:

- i) Evaluate training and exercise requirements which may exceed the minimum requirement for a live exercise every 3 years, a table top exercise and physical setting-up of the control centre every year and a test of communications cascades every six months.
- ii) Involve appropriately trained staff in exercises.
- iii) Where possible participate in multi-agency exercises led by partner organisations where Public Health Wales has a key role.

## 12. Governance

12.1 The maintenance of the document is the responsibility of the Executive Director of Public Health Services.

12.2 This plan will be reviewed at least annually by the Public Health Wales Emergency Planning and Business Continuity Assurance Group. Major changes will be recommended to the Board or Board Committee.

## 13. Communications

13.1 Communications is an essential aspect of the Emergency Response. The Communications Team has a responsibility to lead and coordinate the Public Health Wales communications response to any emergency incident.

13.2 Engagement with multi agency groups e.g. Strategic Coordinating Group Media Cell, Welsh Government and other communication leads is vital to ensure external agencies are appropriately alerted, briefed and communication strategies are consistent.

13.3 NHS Direct Wales is a key participant in the communications process and must be kept informed of the progress of the emergency. NHS Direct Wales are able to offer helpline and public information facilities to help inform the public.

## 14. Supporting Arrangements

### Record Keeping

14.1 A comprehensive record should be kept of all events, decisions, the rationale behind each key decision and actions taken. The organisation is responsible for maintaining its own records.



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- 14.2 All staff are required to record, as far as they are able, the rationale for decisions taken, including, (if possible) the options that were considered as well as the details of advice sought and received.
- 14.3 All documentation will need to be saved and produced for the purposes of an internal/multiagency debrief, inquiry, civil or criminal proceeding, or coroner's court. Any log produced is disclosable and as such becomes legal evidence.

## Vulnerable Persons

- 14.4 Public Health Wales is required to give special consideration to those who are made vulnerable as a result of the emergency or who are less able to help themselves in the circumstances of an emergency.
- 14.5 Those who are vulnerable will vary depending on the nature of the emergency. For planning purposes the Cabinet Office Guidance 'Chapter 5 (Emergency Planning) Revision to Emergency Preparedness' states that there are broadly 3 categories that need to be considered:
- those who, for whatever reason, have mobility difficulties including people with physical disabilities or a medical condition or otherwise may have physical challenges to their mobility, for example, pregnant women;
  - those with mental health or learning difficulties; and
  - others who are dependant, such as children
- 14.6 Further consideration should be given to communicating with those who are identified as vulnerable, for example providing communications in different media and formats e.g. Braille for the visually impaired.

## Provision of mutual aid

- 14.7 The Public Health Wales Strategic Director/Executive(s) may receive a request for assistance and if required should take appropriate action within a reasonable timeframe even when there may not be a public health implication to the incident.
- 14.8 The Strategic Director/Executive(s) will inform the Public Health Wales Chief Executive (or nominated deputy) as part of the decision making process about mutual aid. The Chief Executive must consider whether the resources required by partner(s) can be made available without impacting the organisation's service delivery obligations.
- 14.9 The Chief Executive should consider the establishment of appropriate command and control structures to facilitate the coordination of these resources.

## Health and Safety

- 14.10 All Public Health Wales staff are required to follow Public Health Wales' Health and Safety policies, procedures and protocols.
- 14.11 Every member of staff has a statutory duty of care under the Health and Safety at Work Act 1974 to take reasonable care of their own health and safety and of others who may be affected by their acts.

## Health and Wellbeing of Staff

- 14.12 Public Health Wales has a duty of care to ensure employees are not harmed by work related stress. Distress after disasters is very common and although for the majority only short term effects will be experienced, recovery and planning needs to consider the long term effects. Therefore the organisation needs to ensure that there is:
- Arrangements for supporting staff during a response are in place
  - Provision of long term support
  - Availability of psychological support
  - Training e.g. coping with stress
  - Alternative methods of support e.g. relaxation, talking with a friend or colleague

## Business Continuity

- 14.13 The Civil Contingencies Act [2004] requires all Category 1 responders to maintain plans to ensure they are still able to exercise their functions, as far as reasonably practical, in the event of an emergency. Public Health Wales therefore needs to ensure that key services are maintained when faced with disruption.
- 14.14 The 'Business Continuity Incident Management Process' document describes the response and recovery process for the Public Health Wales management of business continuity incidents. This document is supported by divisional and site specific Business Continuity Plans.

## Information Sharing

- 14.15 The Civil Contingencies Act [2004] provides the legal justification for the sharing of data with the appropriate authorities during an emergency as defined within the Act.
- 14.16 Public Health Wales may receive a request for information under the following Acts:
- Data Protection Act [1998] – request for what is held by the organisation from an individual about themselves.
  - Freedom of Information Act [2000] – request for organisational, procedural or statistical information.
  - Environmental Information Regulations [2005] – request for environmental information.

## Action Cards

# Chief Executive

## Role

The Chief Executive is responsible for ensuring that Public Health Wales has the ability to deliver its core functions during the response and recovery phases to an incident. The Chief Executive has overall responsibility and command of the organisation during an incident and would be required to liaise with (and receive information from) government organisations and senior government officials.

The Chief Executive will delegate responsibility to the Strategic Director for the organisation's response to the incident and to determine strategic objectives.

## Responsibilities

- Protect lives and minimise harm
- Promote effective decision making
- Follow the Joint Emergency Service Interoperability Programme (JESIP) principles to provide strategic direction in the organisation's response to the incident
- Ensure that the framework, policy and parameters within which the organisation will work has been established
- To oversee the Public Health Wales response
- Receive regular status reports from the Strategic Director
- Liaise with relevant senior officials and Ministers in Welsh Government.
- Continually evaluate the strategic direction of the incident
- Appoint an alternative Strategic Director as the situation demands
- Ensure that all decisions and rationale are documented in a decision log so that a clear audit trail exists for all multi-agency debriefs and future learning



# Strategic Director

## Role

The Strategic Director is responsible for the organisation's response to the incident and determines the strategic objectives for the response. The Strategic Director has overall command of the resources of Public Health Wales and will delegate implementation decisions to the Tactical Incident Manager.

Should a Major Incident be declared, the Strategic Director may be located at the Strategic Co-ordinating Group.

The Strategic Director will act on delegated responsibilities and powers from the Chief Executive and has the authority to act across the entire organisation.

## Responsibilities

- Protect lives and minimise harm
- Promote effective decision making
- Use the Joint Decision Model to provide strategic direction in the organisation's response to the incident
- Establish the framework, policy and parameters within which the Silver Group will work
- Provide regular status reports to the Chief Executive Officer
- Define and communicate the overarching strategy and objectives for the response ensuring the strategy reflects any relevant policy, legal framework or protocols
- Confirm strategic decisions with responders
- Ensure the development and implementation of an effective communications strategy
- If required convene a Gold Group to provide strategic direction to the organisation in its response to the incident
- Ensure appropriate representation at a Strategic Coordination Group (if convened)
- Monitor the context, risks, impacts and progress towards defined objectives
- Establish shared situational awareness between agencies as well as with the Tactical Incident Manager
- Make decisions on strategic issues as they arise
- Ensure appropriate resources are provided to respond to the incident and ensure they are available to responders



- Request and receive regular updates from the Tactical Incident Manager
- Engage effectively in the political decision making process
- Confirm and continually review the situation and put in place appropriate mitigation and management arrangements to monitor and respond to the changing nature of the incident
- Continually evaluate the strategic direction of the incident
- Address medium and long term priorities to facilitate the recovery of the organisation and affected communities
- Ensure that statutory responsibilities are met for the health, safety, human rights, data protection and welfare of affected individuals and staff during the incident
- Ensure a post incident hot debrief and debrief are carried out as necessary
- Ensure that all decisions and rationale are documented in a decision log so that a clear audit trail exists for all multi-agency debriefs and future learning

## Initial Actions

Action	Tick
Assess the information and intelligence provided to you against the response levels in the Emergency Response Plan and identify a Public Health Wales response level.	
Appoint a Tactical Incident Manager.	
Inform the Chief Executive Officer of Public Health Wales.	
If a Strategic Coordinating Group is convened establish clear communication channels and ensure appropriate representation.	
Establish communication channels with Welsh Government.	

## Skills required to fulfil this role

The following National Occupational Standards for Civil Contingencies are required to fulfil this role:

- Take effective decisions (E10)
- Lead meetings (D11)
- Respond to emergencies at the Strategic level (CCAG1)
- Warn, inform and advise the community in the event of emergencies (CCAF2)
- Anticipate and assess the risk of emergencies (CCAB1)
- Work in cooperation with other organisations (CCAA1)
- Share information with other organisations (CCAA2)
- Manage information to support civil protection decision making (CCAA3)



# Tactical Incident Manager

## Role

The role of the Tactical Incident Manager is to ensure that rapid and effective decisions are made and actions implemented within Public Health Wales.

The Tactical Incident Manager will manage the internal Silver Group level of command during an incident and will work between the strategic and operational levels of command. They are responsible for interpreting strategic direction.

## Responsibilities

- Activate the Incident Co-ordination Centre using the Concept Of Operations document
- Convene and manage a Silver Group ensuring representation from appropriate divisions
- Establish and maintain communication with the Strategic Director and colleagues at other tiers of response
- Use the Joint Decision Model to manage the organisations response to the incident
- Receive regular updates through communication with the Silver Group members and communicate response arrangements to affected services and staff
- Request and receive response updates from service areas
- Hold regular briefings
- Allocate additional resources where possible and/or escalate as necessary
- Ensure that statutory responsibilities are met for the health, safety, human rights, data protection and welfare of affected individuals and staff during the incident
- Ensure that all decisions and rationale are documented in a decision log so that a clear audit trail exists for all multi-agency debriefs and future learning

## Initial Actions

Action	Tick
Establish contact with the Strategic Director	
Appoint Silver Group	
Activate the Incident Coordination Centre following process outlined in the Incident Coordination Centre Concept of Operations	



## Skills required to fulfil the role

The following National Occupational Standards for Civil Contingencies are required to fulfil this role

- Take effective decisions (E10)
- Lead meetings (D10)
- Respond to emergencies at the tactical level (CCAG2)
- Anticipate and assess the risk of emergencies (CCAB1)
- Work in cooperation with other organisations (CCAA1)
- Share information with other organisations (CCAA2)
- Manage information to support civil protection decision making (CCAA3)



# Loggist

## Role

The role of the Loggist is to capture and accurately record the process of decision making and to produce an audit trail for use in any inquiry that may follow.

## Responsibilities

- Accurately record all decisions/actions with a date and time, including any rationale for the decision.
- The decision maker and Loggist will review the decision log periodically.
- Update the meeting/responding persons with the progress of the outstanding actions in the absence of the action owner.
- The Loggist is not a minute taker.

## Skills required to fulfil the role

The following National Occupational Standards for Civil Contingencies are required to fulfil this role

- Work in cooperation with other organisations (CCAA1)
- Share information with other organisations (CCAA2)
- Manage information to support civil protection decision making (CCAA3)

# Glossary

**Cabinet Office Briefing Room (COBR):** Refers to the location for a type of emergency or crisis response committee set up to coordinate the actions of UK government departments in response to instances of national or regional crisis, or when events occur elsewhere in the world with major implications for the UK.

**Civil Contingencies Act [2004]:** Legislation passed by the UK government codifying the local and national arrangements for civil protection and the meaning and use of emergency powers.

**Emergency Coordinating Centre Wales (ECCW):** Welsh Government's Emergency Coordinating Centre. This is set up during incidents in Wales and a Public Health Wales representative is based here if the incident has public health implications to support co-ordination between partners.

**Joint Emergency Services Interoperability Programme (JESIP):** A standard approach to multi-agency working to help improve response. Initially focusing on Major Incidents the working principles can be applied in a multitude of environments where organisations need to work more effectively together.

**Joint Decision Model:** A decision-making model used by responding agencies under the JESIP Joint Doctrine to help support staff to make key decisions when they are working under extreme, difficult and time-critical conditions, enabling commanders to make effective decisions together.

**JESIP Joint Doctrine:** This document provides a common way of working together with responding agencies with saving life and reducing harm at its core. The key components of the joint doctrine are Principles for Joint Working, METHANE and the Joint Decision Model.

**Local Resilience Forum (LRF):** A group formed in a police area of the United Kingdom by key emergency responders and specific supporting agencies. A requirement of the Civil Contingencies Act (2004).

**METHANE:** A common method for passing incident information between services and their control rooms.

**Scientific Advisory Group in Emergencies (SAGE):** Group of scientific and technical experts that is established to provide a common source of advice to inform decisions made during the central government response to an emergency.

**Scientific and Technical Advice Cell (STAC):** A multiagency group of experts convened in response to a request from the Strategic Coordinating Group. The Scientific and Technical Advice Cell provides evidence based advice on specific scientific questions which the agencies represented at the Strategic Coordinating Group are unable to answer from their own expertise. The Scientific and Technical Advice Cell communicates only with the Strategic Coordinating Group and is usually initially chaired by a senior officer from Public Health Wales.

**Tactical Coordinating Group (TCG):** A multi-agency group of tactical commanders that meets to determine, co-ordinate and deliver the tactical response to an emergency.

**Strategic Coordinating Group (SCG):** Multi-agency body responsible for co-ordinating the joint response to an emergency at the local strategic level.

# Frequently Used Abbreviations

<b>COBR</b>	Cabinet Office Briefing Room
<b>CCA</b>	Civil Contingencies Act [2004]
<b>CBRN</b>	Chemical, Biological, Radiological and Nuclear
<b>CONOPS</b>	Concept of Operations
<b>CRCE</b>	Centre for Radiation Chemicals and Environmental Hazards
<b>ECCW</b>	Emergency Coordinating Centre Wales
<b>JESIP</b>	Joint Emergency Services Interoperability Programme
<b>JDM</b>	Joint Decision Model
<b>LRF</b>	Local Resilience Forum
<b>PHW</b>	Public Health Wales
<b>PHE</b>	Public Health England
<b>SAGE</b>	Scientific Advisory Group in Emergencies
<b>SCC</b>	Strategic Coordinating Centre
<b>SCG</b>	Strategic Coordinating Group
<b>SitRep</b>	Situation Report
<b>STAC</b>	Scientific and Technical Advice Cell
<b>TCG</b>	Tactical Coordinating Group
<b>WAST</b>	Welsh Ambulance Service Trust
<b>WG</b>	Welsh Government



GIG  
CYMRU  
NHS  
WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

# Appendix

## Appendix 1 – JESIP METHANE Template



Major incident declared?



Exact location



Type of incident



Hazards present or suspected



Access - routes that are safe to use



Number, type, severity of casualties



Emergency services required and those present



## Appendix 2 – JESIP Joint Decision Model



Joint Services Interoperability Programme accessible through <http://www.jesip.org.uk/joint-decision-model>  
Accessed 30/07/2018



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